

Community Policing

1.08.01 PURPOSE

The purpose of this General Order is to establish guidelines for implementing community policing within the San Francisco Police Department (Department). This policy emphasizes the Department's commitment to fostering a safe, healthy, and vibrant community by integrating community policing principles into daily operations. All members are expected to engage with the community, build trust, and collaboratively address local challenges to enhance public safety, as outlined in the Community Policing & Problem-Solving Manual.

1.08.02 DEFINITIONS AND TERMS

- A. Community Policing** - A philosophy where officers build collaborative, transparent, and trusting relationships with the communities they serve, aligned with the 'guardian' mindset. This includes integrating strategic goals from the Department's Community Policing Strategic Plan and annual reports.
- B. Community Engagement** - Actions taken by Department members to build trust and relationships with community members, including participation in events, collaborative problem-solving, and initiatives coordinated by the Community Liaison Unit.
- C. Problem-Oriented Policing and Problem-Solving Policing** - A long-term strategy to address underlying conditions contributing to public safety problems, utilizing the SARA model (Scanning, Analysis, Response, Assessment) and tracking these efforts using SFPD Form 509.
- D. Community Policing Strategic Plan ([Strategic Plan](#))** – the guiding document developed with feedback from the community, and in response to U.S. DOJ Office recommendation 40.1, that outlines the vision, values, and goals of the Department's strategic policing program.
- E. Annual Community Policing Action Plan (Annual Plan)** - A yearly plan developed by every Bureau, District Station, Unit, and Detail based on ongoing evaluation, outlining strategies for community engagement, policing efforts, and problem-solving activities for the next year to help the Department achieve its community policing vision.

F. Department Manual 2, *Community Policing and Problem-Solving Manual* - (DM 2) – a manual that provides the Department’s philosophy and goals, as well as detailed guidance for all specific community policing and problem-solving efforts. Members are expected to maintain a working knowledge of this manual. Any reference in this DGO to procedures, forms, or guidelines should be understood as referring to DM 2 unless otherwise specified.

1.08.03 ROLES

- A. Community Engagement Division (CED)** – responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the Department and overseeing the review committees. Detailed responsibilities are outlined in the standard guidelines.
 - 1. **Commanding Officer of CED** – works collectively with other Officers-in-Charge (OIC) to support community-oriented policing and problem-solving strategies; coordinates and manages several advisory forums.
 - 2. **Community Liaison Unit (CLU)** – assists in fostering relationships between the Department and historically marginalized and Limited English Proficiency (LEP) communities.

- B. Community Liaison Officer (CLO)** – assigned by the Station Captain to serve as a liaison between the CED, Station Captain, and community. Responsible for planning community engagement events and attending CED’s regular meetings.

- C. Professional Staff** – play a crucial role in supporting the Department’s community policing efforts. Professional Staff will receive regular training and be actively involved in community engagement activities.

- D. Community Police Advisory Board (CPAB)** – a community-oriented advisory board that serves in each police district, led by the Station Captain. Detailed CPAB information is in Department Manual 24, *Community Police Advisory Boards* (DM 24).

- E. Chief’s Community Police Advisory Forum (CCPAF)** – managed by CED and conducted quarterly, CCPAF consists of the Chief of Police (CoP) or designee, a community member co-chair, and representatives from the community for the purpose of serving as a liaison between the CoP and the residents. Detailed information can be found in the [Chief’s Directive](#).

1.08.03 POLICY

- A.** All members of the Department shall embody the values identified in the Strategic Plan and DM 2 in their daily work. These values include:

1. **Respect** - Treating all individuals with dignity and recognizing the diverse cultures and histories within the community, as emphasized in the Strategic Plan.
2. **Partnership** - Proactively building and nurturing relationships with community members, empowering them to actively participate in public safety efforts, supported by structures like the CPAB.
3. **Honesty and Transparency** - Maintaining clear, honest, and open communication with the community.
4. **Responsibility and Accountability** - Taking responsibility for actions and holding each other accountable, in line with the expectations of DM 2 and other community-focused initiatives.

1.08.04 COMMUNITY POLICING GOALS

- A.** All members ensure their work in community policing, engagement, and problem-solving support the following goals and objectives, per the Strategic Plan:
1. **Communication** - Honest, transparent, and empathetic dialogue between the Department and the community.
 2. **Education** - The Department trains, and is trained by, the communities it serves.
 3. **Problem-Solving** - Increase safety through collaborative working partnerships between the Department, community members, and organizations to identify and address local topics of concern.
 4. **Relationship-Building** - Strong, trusting, and respectful relationships between the Department and all facets of the community.
 5. **SFPD Organization** - The Department's organization and operation leads community policing efforts and demonstrates a guardian mindset.

1.08.04 PROCEDURES

A. Implementation of Strategic Goals

1. Members shall ensure their daily work supports the Department's strategic goals in community policing, including active community engagement, participation in educational initiatives, and contribution to problem-solving efforts as guided by standard department procedures.
2. The Department will provide the necessary resources, training, and support to achieve these goals, as described in the Strategic Plan.
3. For detailed procedures and the S.A.R.A. Model, as well as associated forms (e.g., Problem-Solving Intake and Assignment Forms), refer to DM 2.

B. Monthly Meetings and Reporting

1. **Monthly Community Meetings** - Station Captains shall host and document monthly community meetings.
2. **Weekly Newsletters** - Each District Station shall publish a weekly newsletter highlighting community engagement efforts and upcoming events.

3. The specifics of how to document and report the meetings and create the newsletter, including the standardized templates and forms, are detailed in DM 2.

C. Communication

1. Members will build a strong relationship with members of the community by conducting consistent and meaningful outreach.
2. Captains will prioritize members on foot or bike patrol to better maintain a working relationship with the community.
3. Members will share general police protocols with community members where appropriate to establish trust and understanding.
4. Members will share crime and other important information to the community.
5. Members will keep the community informed of the progress of their problem-solving strategy.
6. Members will regularly attend and speak at community meetings.

1.08.05 ACCOUNTABILITY

Members will be held accountable for their contributions to community policing, with performance metrics linked to community engagement outcomes. These metrics will include qualitative and quantitative assessments of community relations, problem-solving initiatives, and overall contribution to the Department's strategic goals. Supervisors will regularly review these metrics and provide feedback to ensure continuous improvement.

A. Annual Plan

1. Every Commanding Officer shall publish an Annual Plan, following the timeline and guidelines in DM 2.
 - a. The Annual Plan will incorporate feedback from community surveys and other engagement tools, ensuring that community voices directly influence the Department's priorities and actions.
2. Approved plans will be posted on the Department's website by January 1st.

B. Review Committees

1. Internal Review Committee - This committee will meet in January each year to review the outcomes of Community Policing Engagement and Problem-Solving from the previous year. Selected District Captains who engaged in innovative practices will serve as peer trainers.
2. Community Policing & Problem-Solving Implementation and Oversight Committee - This committee will oversee and audit the Department's efforts. The committee will meet according to a regular schedule as established by the Commanding Officer of CED, but not less than once each year.
3. A detailed description of roles, responsibilities, and operational guidelines of the review committees can be found in Section III of DM 2. The section outlines the structures of the committees.

1.08.06 DATA COLLECTION AND METRICS

The Department shall prioritize the integration of real-time data collection and community feedback mechanisms into its community policing efforts through the regular use of surveys, community feedback forms, and electronic tracking of engagement activities. The results will be reviewed quarterly to adapt and refine community policing strategies. Further details regarding the collection of feedback are outlined in the standard guidelines.

A. Tracking and Reporting

1. All community policing efforts will be tracked electronically using standardized templates provided by the Community Engagement Division (see DM 2).
2. Data collected will be used to generate district-level and department-wide annual reports.

B. Community Feedback

1. The Department shall regularly collect community feedback through surveys, with results incorporated into the Department's annual community policing report.
2. Surveys will be made available on the Department's website, and feedback will be used to improve strategies, as mandated by DM 2.

C. Public-Facing Calendar

1. Each District Station shall maintain a public-facing calendar of community engagement activities, ensuring transparency and accessibility for community members.

1.08.07 TRAINING

A. Ongoing Training Programs

1. Members shall receive continuous training in community policing, including best practices in community engagement, customer service, and problem-solving.
2. Members will be trained in the SARA model, which is essential to community policing efforts. The Manual provides detailed procedures for the training.
3. The Department will involve community members in training sessions where appropriate, providing them with the opportunity to share their neighborhood-specific expertise.
4. All members will attend community policing training every two years, as outlined in DM 2.

References

Community Policing Strategic Plan

Department Manual 2, *Community Policing and Problem-Solving Manual*